1. What is the Business Enterprise Architecture (BEA) 3.0?

The BEA 3.0 is a blueprint to guide and constrain investments in the Department of Defense's (DoD's) organization, operations and systems as they relate to or impact business operations. It will provide the basis for the planning, development and implementation of business management systems that comply with federal mandates and requirements, and will produce accurate, reliable, timely and compliant information for DoD staff.

2. What is the ultimate purpose of BEA 3.0?

To provide a blueprint for DoD business transformation that helps ensure the right capabilities, resources and materiel are rapidly delivered to our warfighters: what they need, where they need it, when they need it, and in the condition they need it.

3. Why is BEA 3.0 important to the DoD? What will be the ultimate benefits?

BEA 3.0 is critical to DoD because it articulates the future vision of change within the DoD business enterprise, essentially becoming the blueprint for transformation. It is important to note, however, that BEA 3.0 is one element of a greater transformational agenda; not the sole element.

BEA 3.0 sets business capabilities, rules, data standards, and operating requirements that are Department-wide, and will be integrated with the architectures of DoD's components (Navy, Army, Air Force, USTRANSCOM, etc.). The ultimate benefit will be meeting the business transformation mission—transforming business operations to improve warfighter support while enabling financial accountability across DoD.

4. Will the BEA 3.0 provide solutions?

BEA 3.0 is a transformation architecture, not a solutions architecture. Specific solutions will be developed based upon BEA 3.0 under the DoD tiered accountability concept.

BEA 3.0 provides the architectural framework for an information infrastructure for the DoD, including business rules, requirements, data standards, system interface requirements, and the depiction of policies and procedures. This framework is provided through a set of DoD Architecture Framework (DoDAF) products, including Operational, Technical, System, and All View products.

5. What is the scope of BEA 3.0?

The scope of BEA 3.0 is defined by the six Business Enterprise Priorities (BEPs) as constrained by what are referred to as the four "Golden Questions":

- Who are our people; what are their skills; where are they located?
- Who are our industry partners, and what is the state of our relationship with them?
- What assets are we providing to support the warfighter, and where are these assets deployed?
- How are we investing our funds to best enable the warfighting mission?
- This scope permits BEA 3.0 to develop and expand (guide, constrain and permit) in a controlled, consistent fashion while focusing of the areas of greatest opportunity and importance. The BEPs are: Personnel Visibility; Acquisition Visibility; Common Supplier Engagement; Materiel Visibility; Real Property Accountability; and Financial Visibility. BEPs may be extended to all defense business systems and initiatives. As new priorities are identified and existing priorities mature, DoD may refine and extend BEA 3.0 to address the required capabilities.

6. Is BEA 3.0 the DoD Business Enterprise Architecture?

BEA 3.0 was developed under the DoD tiered accountability concept reflecting the six BEPs within the five Core Business Missions (CBMs). Through this concept, a DoD Component is responsible for defining an enterprise architecture associated with their own tier of responsibility, while complying with the policy and BEA 3.0 at the DoD Enterprise-level.

Within the DoD Business Mission Area (BMA), the BEA and Component Enterprise Architectures provide the required guidance as part of a federated approach. Additionally, the BEA is federated with the Federal Enterprise Architecture (FEA) and other external architectures. Subsequent releases of the BEA will continue to use a federated approach to define and enforce the seams or interfaces between each tier, thus ensuring interoperability and information flow to support decision making at the appropriate level.

7. Does BEA 3.0 guide, constrain, permit implementation of business systems? Are these systems interoperable?

This transformation effort focuses on providing tangible outcomes for a limited set of priorities, and developing an architecture that is integrated, realistic, and actionable. The current scope, defined by the six BEPs, permits the BEA to develop and expand (guide, constrain and permit) in a controlled and consistent fashion.

Building interoperability across DoD is a key benefit of BEA 3.0. The framework and architecture products developed for the BEPs will be extended to all defense business systems and initiatives to provide interoperability.

8. Does BEA 3.0 use the DoD Architecture Framework? If so, what products are included?

Yes, BEA 3.0 consists of DoDAF products essential for an integrated architecture. Specific DoDAF products are: AV-1, AV-2, OV-2, OV-3, OV-5, OV-6a, OV-6c, OV-7, SV-1, SV-5, SV-6 and TV-1.

9. How was BEA 3.0 developed and tested?

BEA 3.0 resulted from a collaborative effort of the BEPs and represents an integration of individual BEP-specific products. BEA 3.0 was tested from 3 view points: Product Integration; BEP Integration and BEA 3.0 integration. In addition we ensure BEA products are truly integrated through extensive product integration testing of: definitions; relationships; linkages; rules; interfaces and capabilities.

10. Is BEA 3.0 consistent with the FEA? What models, if any, exist elsewhere in the federal government or in private industry which helped DoD develop the BEA?

Yes, the FEA provides structure and content that guides and constrains all of the federal government. During the transformation process, DoD has identified how the Department's BEA 3.0 maps to the FEA as it is being developed.

As is common in industry, BEA is developed based on the fundamental principles of tiered accountability. Under tiered accountability, organizations within the enterprise are accountable for achieving specific goals and meeting expectations. Architecture at the Enterprise-level establishes interaction between Enterprise-wide activities and activities at lower level tiers of the organization. Lower tiers, such as Components and Defense Agencies maintain their own architectures which are Federated to the enterprise architecture.

11. What is the difference between previous architectures and the federated approach?

This federated approach for the BEA is markedly different from earlier attempts to manage a single, centralized architecture spanning the full range of functions and activities of the Department. This transformation effort focuses on providing tangible outcomes for a limited set of priorities, and on developing architectures that are linked, realistic, and actionable.

12. DoD is a uniquely large and complex agency. Can you provide some examples of how these challenges make something like BEA 3.0 more difficult at DoD than perhaps at other agencies?

DoD is the largest, most complex organization in the world. It manages more than twice the dollar volume of the world's largest corporation, employs more people than the population of some countries, provides medical care for as many patients as the largest health management organization, and carries five hundred times the number of inventory items as the world's largest commercial retail operation—challenges of bringing this transformation effort under one roof obviously exist. Despite its size, DoD must be nimble, adaptive and flexible. Reconciling the apparent contradiction between size and flexibility—between complexity and adaptability—is the challenge of Defense Business Transformation. Due to the changing nature of the security threats to the nation, the Department cannot allow transformation complexities to impede dramatic, necessary change.

13. How will DoD make progress towards achieving BEA 3.0?

For DoD, success can be measured through delivering improved overall business capabilities rather than the management of individual IT systems. This process is being guided by the DoD BEA (and its associated roadmap, the ETP. The relationship between the two designed to address the set of well-defined priorities with tangible outcomes for the DoD enterprise. Progress can be measured in a series of 6, 8 and 12 month milestones – each one contributing to a more advanced and capable business operation.

14. What are the next steps for BEA 3.0?

As BEA 3.0 continues to mature, additional business processes and activities will be identified through business process reengineering efforts. Areas for future architecture development that have been identified include:

- Improving linkages to warfighter requirements and objectives;
- Enhancing the PPBE and program management portions of the BEA;
- Enhancing integration between DoD Enterprise and Component Enterprise architectures; and,
- Enhancing net-centricity in the BEA.